Canadian Intellectual Property Office

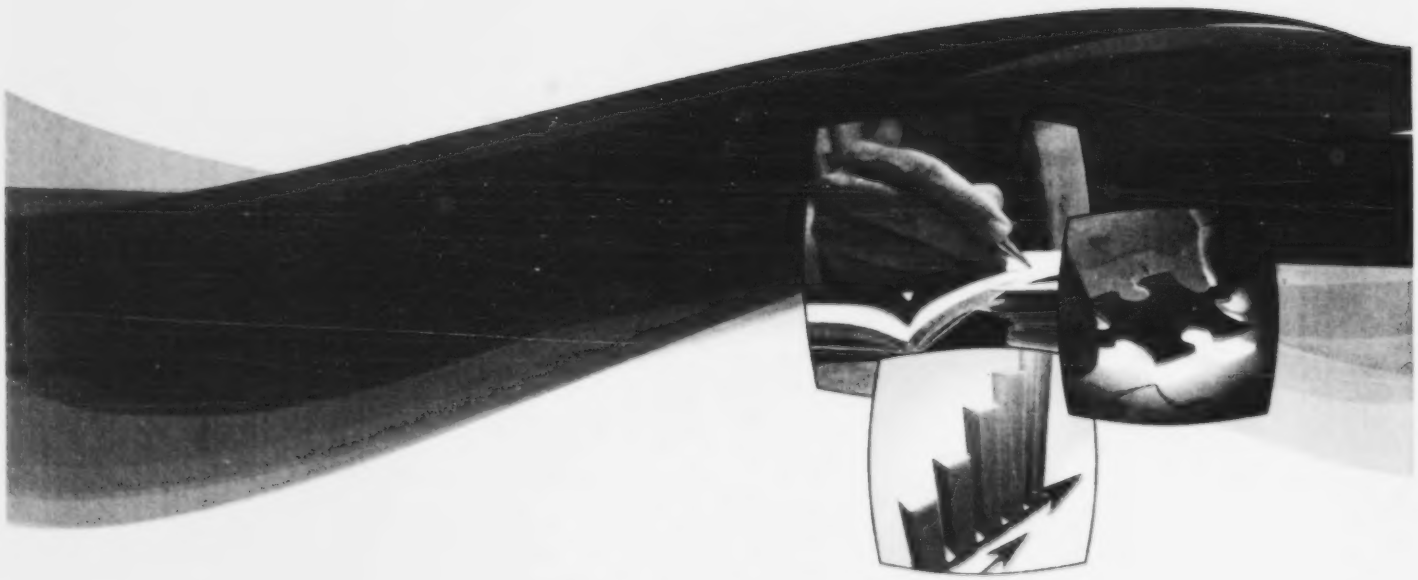
An Agency of Industry Canada

Office de la propriété intellectuelle du Canada

Un organisme d'Industrie Canada

BUSINESS PLAN

2008–09



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BUSINESS PLAN
2008–09

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Overview

In today's knowledge economy, intellectual property (IP) is an increasingly important business asset, enabling Canadian innovators and creators to enhance the value of their products and businesses. The Canadian Intellectual Property Office (CIPO) plays a key role in supporting Canada's innovation performance through our efforts to deliver quality and timely IP rights in a modern competitive IP system. As well, it seeks to increase Canada's innovative opportunities by promoting and disseminating IP rights and information.

This business plan documents CIPO's plans and key activities for 2008–09, and has been directed by our Strategic Plan 2007–2012, entitled *Moving Forward to Canada's Advantage* (available on CIPO's website **www.cipo.ic.gc.ca/publications**). The strategic plan outlines the five strategic directions that the organization adopted this past year: **client services** and **outreach** (which together constitute the core of our business); the **IP administrative framework**, **international** activities, and **our people**.

This business plan has been organized around these five strategic directions (see Part II), as well as three key enablers: management and accountability; internal and external communications; and information and technology (see Part III). Particular attention will be given to operational excellence and to repositioning our Outreach Program to enable Canadians to make strategic use of IP.

Achieving operational excellence will require us to understand our clients' needs to determine how to respond by making effective use of CIPO's assets: our databases, technology, services and expertise. Our business transformation initiative, Enterprise Business Renewal (EBR), will change the way CIPO does business. We will be improving the quality, timeliness and range of products and services, to increase client self-sufficiency and satisfaction. Retaining and developing our core capacity will continue to be a key priority and preoccupation for the organization. As well, we will undertake activities to improve the IP administrative framework, and our work with other intellectual property offices (IPOs) will contribute to making us more efficient and provide us with opportunities to learn from others.

Turning to outreach, CIPO intends to promote the effective use of the IP system by Canadian innovators to maximize Canada's innovative capacity and output. To this end, CIPO plans to lead IPOs in the development of customized IP information, tools and services to better assist Canadian small and medium-sized enterprises (SMEs) in

exploiting, developing and managing innovative knowledge. This year, the organization will focus on establishing the foundation for delivering on this undertaking, while continuing with key pilot projects to learn more about how we might assist SMEs and young Canadians to better respond to opportunities and challenges through the IP system.

The strategies, plans and key activities that follow show how we are working toward CIPO's vision of becoming a leading IPO that is recognized for excellence in our products and services, and for strengthening Canada's innovative capacity through the strategic use of IP. In pursuing operational excellence and repositioning our Outreach Program, we will need to ensure that our resources — financial, technology and human resources — are properly aligned.

Progress on the activities contained in this business plan will be monitored, and a formal review at mid-year will be undertaken. As well, performance agreements at all levels of the organization will link individual performance with specific business plan activities, as appropriate, in an effort to enhance corporate accountability and commitment to achieving the results as set out herein.

I. Background

A. Our business

CIPO is Canada's IPO. As a special operating agency (SOA) of Industry Canada (IC), CIPO grants IP rights within an IP administrative framework made up of legislation, regulations and office practices. IP right holders, in return, agree to the disclosure of information about their IP rights.

Specifically, CIPO is responsible for the granting or registering of patents, trade-marks, copyrights, industrial designs, and integrated circuit topographies.

Patents cover new inventions (process, machine, manufacture, composition of matter), or any new and useful improvement of an existing invention.

Trade-marks are words, symbols or designs (or a combination of these), used to distinguish the goods or services of one person or organization from those of others in the marketplace.

Copyrights provide protection for artistic, dramatic, musical or literary works (including computer programs), as well as for performer's performance, sound recordings and communication signals.

Mandate	To deliver quality and timely IP products and services to its clients, and to increase the awareness, knowledge and effective use of IP by Canadians.
Vision	To be a leading IPO recognized for excellence in our products and services and for strengthening Canada's innovative capacity through ongoing quality improvement, continuous development of our employees and adherence to our values.
Mission	To accelerate Canada's economic development by: • fostering the use of the IP system and the exploitation of IP information; • encouraging invention, innovation and creativity in Canada; • administering the IP system in Canada; and • promoting Canada's international IP interests.
Values	• Integrity • Fairness • Respect • Efficiency • Trust • Quality • Continuous improvement

Industrial designs are the visual features of shape, configuration, pattern or ornament (or any combination of these features), applied to a finished article of manufacture.

Integrated circuit topographies refer to the three-dimensional configurations of electronic circuits embodied in integrated circuit products or layout designs.

CIPO also has responsibilities for building awareness of the IP regime, of its products and services, and of the benefits that can be gained from the strategic use of IP.

As well, the organization is active internationally and provides collaborative support to Industry Canada's Strategic Policy Sector and other government players in the development of federal IP policies and positions. In particular, CIPO plays a lead role in IP administrative policy development. Together, all of these activities support CIPO's mandate and mission.

As an SOA, CIPO provides products and services on a fee-for-service basis, and manages revenues and costs within a revolving fund. The revolving fund is an ongoing funding authority for revenue respending that provides a financial management structure similar to that of a private business. CIPO maintains a sound financial footing, as a result of prudent financial management within the revolving fund.

CIPO has three distinct client groups, each with its own needs and expectations:

- creators and innovators of IP;
- IP professionals that act on behalf of creators and innovators; and
- existing and potential Canadian exploiters of IP rights and information.

Because our examination processes can be quite technical and thorough, most of our applicants seek the services of specialized IP agents to assist them with their applications.

B. Our employees

CIPO is a larger mid-sized IPO in the international IPO community involved in delivering its IP products and services, supporting effective use of IP and policy development, and in providing the associated planning and support.

CIPO's employees range from IP examiners and operational staff to specialists in information management, dissemination and communications, outreach, policy, planning, program development, information technology (IT), finance, human resources and administration. CIPO's employee population is distributed into 17 occupational groups. The largest occupational groups, patent examiners (SGPat), clerical (CR), program administrators (PM and AS), and IT professionals (CS), represent 90% of the total population.

To respond to an increased demand for IP services and products, CIPO's workforce has grown from 654 employees in 2001 to 1040 employees in 2007 (an increase of 59%). The vast majority of employees are located in the National Capital Region with a very small complement in the regions.

The two official language communities are represented in the following proportions: 53% of employees have indicated English as their first official language, 47%, French. Members of employment equity designated groups are well represented at CIPO. Women equal 54% of the population compared to a workforce availability (WFA) of 49.2%; Aboriginal peoples, 1.9% as opposed to a WFA of 1.4%; Persons with disabilities, 4% compared to a WFA of 3.5%; and members of visible minority groups, 10.9% as opposed to a WFA of 9.7%.

The average age of CIPO's employees is 41.2 years compared to 44 years for Industry Canada. One-third of employees (30%) are less than 35 years old, followed by the 35-44 years group with an equal share of 30%. The 45-49 years group represents 15% of the population and the over 50 group, 24%.

II. Our plan — Strategic directions

The strategic directions set out in CIPO's strategic plan for the period 2007–2012 focus on five themes: **client services** and **outreach** (which together constitute the core of our business), the **IP administrative framework**, our efforts on the **international** front, and **our people**. These five strategic directions are focused on achieving **operational excellence** and repositioning our **Outreach Program** to enable Canadians to make strategic use of IP.

A. Client services

CIPO is committed to improving products, services and processes in areas of highest priority to clients while supporting the public good.

To this end, CIPO will focus on two client service outcomes in 2008–09:

Client service outcomes:

1. The delivery and quality of CIPO's products and services respond to client needs and expectations, and meet or surpass the performance of leading IPOs.
2. CIPO clients, including the public, can easily locate the information and people they need.

CIPO will concentrate its efforts on key activities in the following areas:

- corporate Enterprise Business Renewal (EBR) initiative;
- specific product line activities to improve timeliness and quality;
- understanding our clients' needs;
- provision of information to clients; and
- conducting business with CIPO electronically.

Enterprise Business Renewal

The IP environment is evolving, generating demand for new products, new services and new ways to access information easily, seamlessly and securely. CIPO's clients are aware of service options available to them in other jurisdictions and demand that CIPO provide similar, if not better, services here in Canada.

Key to achieving operational excellence and responding to client needs and expectations will be CIPO's EBR initiative. Over the next five years this corporate-wide initiative will improve a wide range of client services and lead to increased client self-sufficiency and satisfaction. The EBR initiative is a portfolio of projects directed to transforming the way CIPO does business by improving business processes, renewing systems and expanding the range of electronic services.

EBR will result in benefits for clients, as it will mean improved, user-friendly service offerings, more consistent services, faster turnaround times (TATs), and a secure environment for exchanging information. For CIPO employees, EBR will improve internal processes, enable staff to respond to clients more quickly and efficiently, and result in more accurate and complete client information.

Over the next few years, the following stages will be implemented: business process modernization, core IT tools selection, and core tools and process implementation. CIPO is currently working on the first high-level step: process modernization within business lines and related financial processes. Within process modernization, the opportunity assessment phase is now complete and work is being done on the design phase for the first four projects in the EBR portfolio. These include inbound mail, formalities and processing, assignments, and standard inputs. All of CIPO's branch management teams collaborate in this substantial undertaking to address evolving needs of clients.

Key 2008–09 activities will include:

- work with the appropriate business lines to complete process modernization as described above;
- analyze and assess key IT enabler projects, including
  - document and case management;
  - workflow; and
  - centralized client information.
- analyze and assess improvements to its e-service offerings to clients that will:
  - expand e-filing to enable CIPO to receive online applications directly into the operational system;
  - provide online access to up-to-date information on submitted applications; and
  - provide self-service online transactions.

Client service outcome #1:

The delivery and quality of CIPO's products and services respond to client needs and expectations, and meet or surpass the performance of leading IPOs.

Timeliness and quality initiatives

The delivery of quality and timely IP products and services to our clients is at the core of CIPO's mandate and commitment to achieving operational excellence. Product lines are striving to meet client expectations by placing a high value on TATs, quality, and e-filing.

The expected key TATs are outlined in the table (see next page), including individual TAT targets established by the Patent Branch for each discipline. We plan to publish our mid-year performance against these service standards to keep you informed of our progress. A complete list of CIPO's Client Service Standards can be found under Appendix B.

Service standard description	Expected performance	
	Year 1 2008–09	Longer term
Patents **Examination — TATs**	Results by March 31, 2009 are:	
Percentage of inventory of applications with a request for examination (RE) waiting for a first office action	80% of applications with a RE will be waiting for a first office action less than: By specialty: • Biotechnology – 30 months • Electrical – 30 months • Mechanical – 18 months • Organic chemistry – 21 months • General chemistry – 21 months	80% of applications with a RE will be waiting for a first office action less than18 months By specialty: • Biotechnology by 2011–12 • Electrical by 2012–13 • Mechanical by 2008–09 • Organic chemistry by 2010–11 • General chemistry by 2010–11
Patent Appeal Board		
Patents Contact applicant to arrange hearing date	within 2 months	within 2 months
Industrial designs Contact applicant to arrange hearing date	within 2 months	within 2 months
Trade-marks		
Approve acceptable applications or issue first examination reports	within 6.5 months	within 6 months
Respond to client correspondence received subsequent to a first action	within 4 months of receiving correspondence	within 4 months of receiving correspondence

Service standard description	Expected performance	
	Year 1 2008–09	Longer term
Trade-marks Opposition Board		
Oral hearing date a) Opposition	within 14 months of receipt of request (no postponements)	within 14 months of receipt of request (no postponements)
b) Section 45	within 18 months of receipt of request	within 14 months of receipt of request
Decisions issued a) non-hearing opposition	within 11 months of file being ready for decision	within 11 months of file being ready for decision
b) non-hearing section 45	within 13 months of file being ready for decision	within 11 months of file being ready for decision
Industrial designs		
Issue filing certificate or issue report indicating industrial design application is incomplete	within 4 weeks of receipt of application	within 4 weeks of receipt of application
Examine application to assess the registrability of the design; allow the design or issue first examiner's report	within 9.8 months of receipt of application	within 9 months of receipt of application
Copyrights		
Register a copyright and issue a certificate a) for applications received by mail	within 7 working days from receipt of application and fees	within 7 working days from receipt of application and fees
b) for applications filed electronically	within 5 working days from receipt of application and fees	within 5 working days from receipt of application and fees
Register a grant of interest and issue a certificate for a copyright	within 12 working days from receipt of application and fees	within 12 working days from receipt of application and fees

The product lines will also be undertaking other activities in 2008–09 to support our efforts in achieving operational excellence.

Key 2008-09 activities will include:

Patents

- complete and evaluate the pilot with the United States Patent and Trademark Office in a cooperative initiative: the Patent Prosecution Highway (PPH).

Industrial designs

- simplify the process from filing to registration and improve online access to industrial design services; and
- implement amendments to the *Industrial Design Regulations* that provide clarity to clients on application requirements and reduce their administrative burden;

Patent Appeal Board

- identify best practices in meeting with the European Patent Office appeal boards on technical and administrative matters;
- establish developmental positions to allow patent examiners to learn and gain experience in the Board's functions;
- examine the administration of agent examinations for opportunities to increase efficiency; and
- establish new service standards, looking at the time from hearing to decision.

Trade-marks Opposition Board

- develop and implement a new practice and procedure aimed at streamlining section 45 proceedings;
- assess and propose new approaches to the scheduling of oral hearings in section 45 and opposition cases; and
- establish a new service standard for the issuance of final decisions of the Registrar of Trade-marks in both section 45 and opposition cases.

In working towards achieving these service standards, CIPO is aware that while there has been and will likely continue to be a steady global demand for IP services, Canada's IP growth fluctuates more significantly. This in turn creates pressures on workload management within CIPO that requires sustained and targeted hiring and improved new examiner training to achieve a "steady state," or a balance between workload and the capacity to effectively manage and continuously improve the timeliness and quality of our products and services.

In order to meet our client service commitments, product lines will continue to emphasize recruitment and training in 2008–09. Recruitment activities are further described under the "Our People" section in this document and in our Human Resources Plan.

Turning to **quality**, CIPO will focus on quality through specific product line quality initiatives, having a common objective of improving consistency, accuracy, timeliness and efficiency of processes and services.

Key 2008–09 activities will include:

Patents

- continue to develop an ISO-oriented quality management system. This year the Patent Branch will complete an enhancement of its adherence to Chapter 21 of the Patent Cooperation Treaty Guidelines;
- broaden availability of the European Patent Office Query System (EPOQUE) for examiners;
- issue the *Manual of Patent Office Practice* (MOPOP) Chapter 17 dealing with biotechnology; and
- seek comments from stakeholders on revisions to MOPOP Chapter 12 entitled "Subject-matter and Utility" with an aim to improve clarity and guidance on examination practices in these areas.

Trade-marks

- implement a quality management system to better meet the needs of our clients. This year, quality standards will be established and measured to ensure more efficient and consistent processes and examination services to applicants; and
- assess an expanded use of contract for translation, classification and search to also include index headings and publication of the *Trade-marks Journal* to improve quality of the database and manage costs.

Understanding our clients' needs

Canadian innovators use IP rights to gain a competitive advantage, both to protect their own innovations and creations and to determine the IP activity of others. The delivery of timely, high-quality products and services that respond to client needs and expectations is a high priority for CIPO.

Understanding clients' evolving needs and priorities requires sustained corporate commitment. CIPO recently published its commitment to seek client comments on operational issues, changes to office practice and amendments to legislation and regulations. This commitment is an essential element in ensuring that the delivery and quality of CIPO's products and services respond to client needs and expectations. The organization has a client relationship management function which assists CIPO in better understanding client needs and identifying tangible service improvement opportunities.

Key 2008–09 activities will include:

- assess results of the 2008 National Client Survey, currently in the field;
- draw on best practices of other organizations to develop a comprehensive CIPO client involvement framework to help determine when and how best to consult with clients about its activities; and
- identify consultation requirements and develop and implement a corporate consultation calendar to be used to improve existing products, services and processes now and in the future.

Client service outcome #2:

CIPO clients, including the public, can easily locate the information and people they need.

Surveys of CIPO's clients have indicated that information and access are two primary drivers of clients' overall satisfaction. Action in these areas is an imperative. Clients want to be kept informed as to the status of their IP application or changes in CIPO policies or services. They also want the information they receive to be clear, consistent, concise, accurate and comprehensive.

CIPO will develop an e-services strategy which establishes a desired state for CIPO e-services in support of client self-sufficiency. CIPO will concentrate on e-service initiatives in two main areas:

- providing information to clients; and
- conducting business electronically.

Provision of information to clients

Key activities in 2008–09 will include:

- complete the transformation of CIPO's website to meet and comply with Treasury Board's Common Look and Feel (CLF 2.0) requirements;
- implement bilingual features on CIPO web databases to allow clients to conduct bilingual searches, display bilingual abstracts on the Canadian Patents Database, view translated titles of industrial designs, and conduct online machine translation;
- develop an Internet vision for CIPO to guide the development of the site toward a better engagement of clients and stakeholders; and
- revisions will be initiated to website content and functionality to ensure it serves the business needs of our clients, potential clients, and key stakeholders.

As more and more information becomes available online, we expect to see reductions in the demand for our paper copy services. As this change takes place, we will look for resource reallocation opportunities.

Conducting business with CIPO electronically

Since the implementation of the online filing system for new trade-mark applications, CIPO has seen an increase in the use of that system to the point where currently 90% of trade-mark applications are being filed electronically. While product lines are at very different points of maturity with respect to their abilities to allow for electronic commerce, CIPO's long-term objective is to be a true "e-office" making time zones and geography irrelevant to doing business.

Key 2008–09 activities will include:

Trade-marks

- implement an online system to pay a trade-mark registration fee; and
- complete and submit a declaration of use available to clients via CIPO's website.

Patents

- introduce electronic filing of PCT applications directly with the Canadian Receiving Office at CIPO; and
- implement an improved electronic means of paying patent maintenance fees.

Industrial designs

- implement a promotional strategy/campaign to increase the use of e-filing while improving the online application process and its synthesis with our automated systems.

Copyrights

- increase the applications filed electronically to 80% by the end of the fiscal year and 95% within three years through the use of promotional literature; and
- maintain faster TATs for applications filed electronically.

B. Outreach

CIPO has an important role to play in helping Canadians understand in straightforward terms what IP means to our economic, social and humanitarian objectives as a country. To increase the awareness, knowledge and effective use of IP by Canadians is a core responsibility set out in our mandate. The management and exploitation of innovative knowledge can be a decisive determinant of business success. It is vital that Canada's small businesses and start-ups use the IP system to propel their domestic and international success.

CIPO is committed to enhancing our outreach efforts so that the organization can play a more effective role in supporting Canada's efforts to become a world leader at turning ideas into practical and commercial applications. The organization intends to lead IPOs in the development of customized IP information, tools and services to assist Canadian SMEs in acquiring competitive advantage in the marketplace so that increased IP knowledge and use become measurable factors in their global success.

This year we will begin to reposition our Outreach Program toward achieving this important objective for Canadian innovators wanting to thrive in the knowledge-based economy. While we take the time necessary this year to assess the current program and the IP-related needs of Canadian innovators, we will also undertake key activities that support the achievement of key outreach outcomes.

Outreach outcome #1:

Canadian SMEs have gained competitive advantage through the effective use of IP assets and information.

Key 2008–09 activities will include:

- complete pilot project with a sub-sector of the environmental technology sector, that will provide a detailed understanding of what products and services best fit their needs. The results of this pilot will be assessed and a decision will be taken on the potential expansion to other sectors; and
- study existing IP data search, analysis and assistance services available to Canadians and the best practices of other IPOs in public education and awareness.

Our Outreach Program has three delivery channels for reaching its target education and SME audiences: the CIPO website, direct delivery and partnering with intermediaries. Partnering leverages the reach and resources of organizations that have shared objectives with CIPO. We intend to support a core set of partners to ensure that CIPO is better positioned to deliver an expanded Outreach Program. In 2008–09, while we assess our repositioned focus, CIPO will continue its ongoing program of broad IP awareness activities, which includes the Bank of Speakers, information sessions and key events.

Outreach outcome #2:

Secondary and post-secondary graduates are aware of the benefits of IP and of using IP information so that they will be better positioned to contribute to the realization of the business value of IP.

Similar to our approach with SMEs, our focus on Canada's education sector will be one of learning what works best to ensure that young Canadians appreciate the value of IP and then determining the best way to deliver this knowledge on an ongoing basis. For 2008–09, our specific focus will be aimed at understanding the effort required to raise the level of IP awareness and knowledge in the university and college academic community.

Key 2008–09 activities will include:

- complete pilot project with McMaster University that tests a series of case studies integrating IP knowledge into science and engineering faculties. At the conclusion of the pilot project we will assess the impact of this approach and the investment required to expand to a fuller delivery model with other universities and colleges; and
- build on the success of two key annual events: Canada-wide Science Fair in May 2008 and CIPO's Canadian Youth Innovators Tour. These events position CIPO as one of the key players among associations involved with youth innovation.

The learning from our pilot projects involving the SME and university sectors will be brought to bear in future years on improved products and services, such as a more client-oriented website and more focused IP marketing tactics.

C. IP administrative framework

A strong, modern, internationally competitive IP framework is vital to advancing Canada's interests. CIPO recognizes the linkages between a strong IP framework and Canada's competitiveness, and the value of removing impediments to innovation and barriers to registering and protecting IP in Canada. CIPO is committed to working effectively with other government departments and its IP partners and stakeholders to achieve an efficient, world-class IP regime that supports the modernization of CIPO's products, services and processes.

To improve IP (administrative) policy to benefit Canadians, CIPO will focus on achieving the following outcomes:

IP administrative framework outcomes:

1. **Canada's IP administrative framework is internationally competitive.**
2. **CIPO leverages its expertise to contribute to the domestic IP agenda.**

This fiscal year, CIPO will concentrate its efforts toward simplifying and clarifying administrative processes. We will continue to assess priorities for attention and improve the organization's ability to respond and bring forward changes.

Key 2008–09 activities will include:

- develop policy proposals and undertake consultations with stakeholders on measures to modernize the *Trade-marks Act*;
- identify and assess possible measures to facilitate access to CIPO's services including allowing the filing of documents around the clock (24/7/365);
- prepare amendments to the *Industrial Design Regulations* to clarify and add flexibility to application requirements, and remove unnecessary administrative requirements in line with the government's Paperwork Burden Reduction Initiative (PBRI);
- develop a proposal and consult stakeholders on amendments to the *Patent Rules* to streamline and simplify the delivery of services and products, and to make the Rules more compatible with international standards (Patent Law Treaty);
- monitor and actively contribute to Government of Canada initiatives relating to IP, including Canada's Access to Medicines regime, the PBRI, the federal science and technology strategy, and IP rights enforcement; and
- initiate examination of the organization's fee structure in view of reducing complexity, facilitating electronic service delivery, improving alignment of workload and fees, and maintaining a sound financial future.

D. International

As Canadians seek more access to global markets they require more streamlined, predictable and harmonized procedures to acquire IP rights. By strengthening strategic relationships and participating in key international committees, CIPO is well-placed to influence the international IP regime to benefit Canada. CIPO is committed to leveraging these international relationships to share information and to acquire best practices from major IPOs and to establish a benchmarking network with the objective to improve CIPO's products, services and processes.

As well, the technical assistance we provide developing countries helps improve the climate for exporting Canadian products and services to emerging economies, and supports Canada's objective of establishing more stable and self-reliant economies in developing countries.

CIPO will focus on achieving the following outcomes:

International outcomes:

1. CIPO is proactive and demonstrates leadership in advancing Canada's IP position internationally.
2. The IP assistance provided to developing countries is recognized as being of high quality.

Key 2008–09 activities will include:

- CIPO will continue to provide policy support and expertise to federal government delegations representing Canada in international fora;
- evaluate CIPO's international involvement and identify potential opportunities to maximize the benefits of CIPO's bilateral and multilateral activities;
- create and seize opportunities to share best practices with major IPOs through the Ariana Group;
- explore a benchmarking project with the United Kingdom and Australia that will develop efficiency and productivity measures, and establish a research agenda to better understand the value of IP systems;
- work with the United States, Australia and New Zealand (UCAN Group) to develop and provide useful tools for trade-mark applicants;
- assess the Locarno Classification system, an industrial design classification system; and
- continue to provide technical assistance to developing countries through programs and services.

E. Our people

CIPO seeks to be recognized as one of the best employers in the Government of Canada, and is focused on achieving the following outcomes:

Our people outcomes:

1. CIPO attracts and retains individuals with the competencies it needs.
2. CIPO is a learning organization where individual capabilities and organizational leadership are reinforced.
3. Employees are committed, supportive and involved in their jobs and organization.

CIPO's most valuable asset is the talent and commitment of its employees. As a knowledge-based organization, CIPO's key underlying challenge will be to ensure it maintains its core capacity and knowledge. The organization's continued success will depend upon attracting and developing the very best in spite of an increasingly competitive job market. CIPO's employee demographics also pose a number of human resources challenges. Although its workforce is younger in average than that of the overall Public Service, CIPO must make efforts to retain those qualified employees who will be coveted by other employers of the knowledge economy.

The average age of CIPO's employees is 41.2 years compared to 44 years for Industry Canada. The percentage of employees eligible to retire is higher than what is considered to be an "ideal steady rate" (about 3%). In fact, in fiscal year 2008–09, 5.3% of employees will be eligible to retire (10.2% at IC). However, based on CIPO's historical trends, the actual rate of retirements should be around 2.2% (3.3% at IC). In 2009–10, although the rate of employees eligible to retire will reach 6.1% (11.5% at IC), the rate of departures should be around 2.3% (3.6% at IC). These relatively low retirement rates enable the organization to have more time to better manage succession.

Important drivers for retention are career development and learning, as well as workplace well-being. Retention, workplace satisfaction, traditional vs. new approaches to work, succession planning and lifestyle balance challenges will need to be addressed.

Our people outcome #1:

CIPO attracts and retains individuals with the competencies it needs.

In 2008–09, particular focus will be placed on improving CIPO's recruitment and staffing practices. Both internal staffing and external recruitment will continue in an effort to achieve a balance between developing current experienced staff and recruiting new talent. In its recruitment efforts, CIPO will also strive to maintain a workforce that is representative of Canada's diverse population and to promote a work environment that is conducive to the use of the two official languages.

Key 2008–09 activities will include:

- make more effective use of various strategies such as collective staffing, post-secondary recruitment program, cross-government hiring programs, student hiring programs and developmental assignments, for greater and faster reach of qualified employees;
- increase partnerships with colleges and universities to promote the interest in particular skill sets and competencies required to adapt to changing demands; and
- conduct targeted staffing strategies to increase employment equity representation and ensure CIPO's workforce continues to adapt to the evolving trend in Canada's demographics.

Our people outcome #2:

CIPO is a learning organization where individual capabilities and organizational leadership are reinforced.

Key 2008–09 activities will include:

- develop and implement a policy and funding level for continuous learning and professional development;
- monitor and assess the personal learning plans of CIPO employees semi-annually;
- review the CIPO Leadership Development Program to ensure it continues to meet the organization's needs;
- provide staff with developmental opportunities to enhance the knowledge across branches and within work units, and promote workforce mobility; and
- facilitate access to second language training to promote a work environment within CIPO that is conducive to the use of both official languages and support employee career plans.

Our people outcome #3:

Employees are committed, supportive and involved in their jobs and organization.

Employee engagement has not only a tremendous impact on CIPO's performance; it also increases its ability to retain outstanding employees. Helping employees achieve balance between their professional and personal lives contributes to creating a supportive and engaging work environment.

Key 2008–09 activities will include:

- identify key drivers of engagement for CIPO employees and develop a suite of activities to establish an environment conducive to increasing employee engagement; and
- assess and promote flexible workplace arrangements, such as telework, part-time work and compressed work week.

III. Our plan — Strategic enablers

A. Management and accountability

Financial plan

CIPO is committed to remaining fiscally viable and prudent while building a strong financial framework that responds to the ongoing challenges of service delivery. CIPO's financial and operational strength will continue to grow as it integrates its business, financial and long-term capital planning processes and maintains a revenue-based budgeting process.

Forecasted revenues are expected to increase in the next couple of years but should then plateau at around $155 million annually. While our revenues are plateauing, we expect to see continued expenditure growth. The largest expenditure growth item will be salaries and benefits as the number of CIPO's full-time equivalent employees (FTEs) is expected to increase, to improve the organization's internal production capacity to meet clients' demands. Over the coming years we will be making strategic investments in our IT which will help to respond to this demand and we expect to gain efficiencies from initiatives such as EBR which will begin to positively contribute to maintaining CIPO's positive fiscal position. In coming to decisions we will assess our return on investment as well as client and organizational impact. As well, we will re-examine the organization's fee structure with the overall goal of maintaining a sound financial future. Sound financial decision making will be part of the solution as well. To this end, we will be working towards building a strong management culture for the organization.

CIPO Financial Forecast ($M)

	2007–08	2008–09	2009–10	2010–11
Revenues	144.5	148.8	153.7	154.6
Net expenditures	129.9	144.5	150.4	154.2
Net income	14.6	4.3	3.3	0.4

CIPO FTE Forecast

	2007–08	2008–09	2009–10	2010–11
FTEs	945	1013	1024	1031

Improving our management practices

CIPO has implemented sound management principles and practices that align with the Government of Canada's management accountability framework. CIPO is continually working to enhance its management practices and improve its accountability.

Over the next several years we will strategically improve our understanding of CIPO's performance and specifically to better understand the impacts of changes, monitor progress, report improvements and benchmark ourselves against other IPOs.

Key 2008–09 activities will include:

- implement performance measures associated with the strategic plan;
- expand the use of activity-based costing (ABC) information to increase fact-based decision making, and, in particular, we will leverage our ABC information to develop and track productivity and efficiency;
- develop CIPO's first evaluation plan. This plan will look at measuring key achievements, assist in program design, and ensure that CIPO activities are relevant and effective;
- develop a return on investment guide to assist managers in the preparation of business cases and the evaluation of the financial impact of their investment proposals;
- review the activities and drivers of ABC and improve the process to update data in preparation for activity-based budgeting;
- increase economic research capacity and develop a research plan to better understand how the IP system affects the economy; and
- leverage our economic capacity through joint projects with other IPOs and by sharing this work with IC and other interested organizations.

On the administration side, we will be strengthening the administrative services relating to facilities, safety and security. As our electronic service initiatives come online we will be reviewing CIPOs forms, stores and inventory with a view for making improvements and finding efficiencies.

B. Internal and external communications

CIPO is committed to developing strong, relevant internal and external communications practices. We will continue to work in close collaboration with like-minded partners at IC and other government departments to ensure that SMEs, the public, key stakeholders and international partners are kept informed of the latest initiatives of interest to them.

As CIPO's client feedback has shown, effective communication is a vital element in client satisfaction — and it is critically important in employee engagement and job satisfaction.

Communication support is built into most of the preceeding activities. Additionally, CIPO will be pursuing some specific communication activities over the course of this fiscal year.

Key 2008–09 activities will include:

- continue to maximize CIPO's intranet and Internet as the main communications vehicle for employees and clients;
- improve existing newsletters to include both corporate and branch news; and
- conclude analysis and make recommendations on the service requirements and processes related to communications and creative service support to branches.

C. Information and technology

Information management (IM) and information technology (IT) systems are critical elements in managing the sheer volume of IP information and in the delivery of our plan for world-class e-services.

Our focus continues to be on implementing IT maintenance, business imperative and operational imperative projects as described in CIPO's IT Operational Plan. Some key projects to be completed this fiscal year under the plan are: implementation of EPOQUE; Inquire/Text replacement; E-commerce transactions: PCT-Safe, Patent maintenance fees, Trade-mark registration fee and declaration of use. New projects include: replacement of Elixir; staff structure upgrade: Patents and Patent business line infrastructure migration.

Under the IT umbrella, the key 2008–09 activities will include:

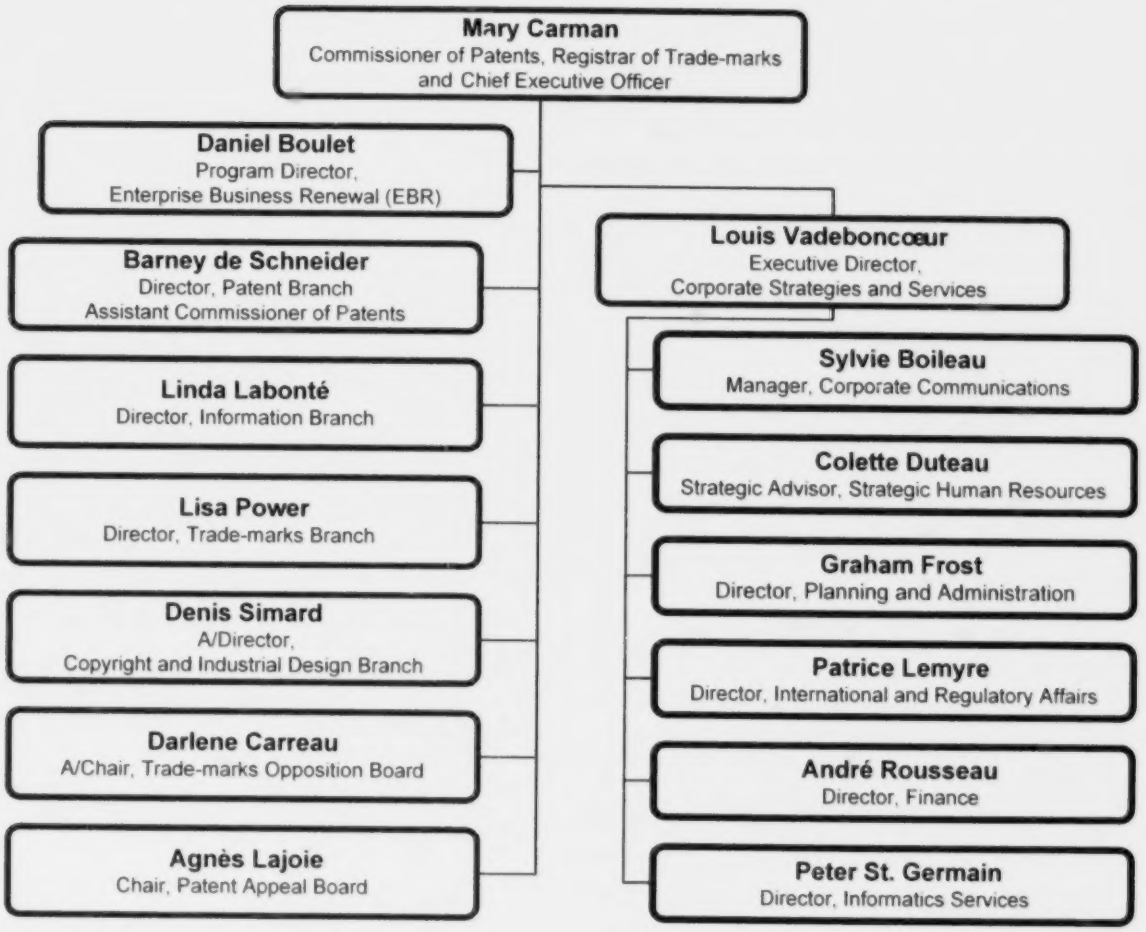
- finalize the centralization of IT infrastructure services with IC's Chief Informatics Office (CIO) to take advantage of CIO expertise, processes and economies of scale, and to provide CIPO employees with career path and advancement opportunities;
- improve CIPO's resource management by establishing a formal Java training program with clear objectives and outcomes, and by further tightening the alignment between learning and development plans with CIPO's common development environment and architectural directions; and
- enhance CIPO's architecture management by completing the documentation of the current IT architecture and continue to document current application architectures.

These key activities will be completed in 2008–09 with the goal of enhancing the quality of IT services to CIPO and its clients, as well as to prepare Informatics Services Branch staff to support the EBR initiative.

Under the IM umbrella, the key 2008–09 activities will include:

- continue to implement Treasury Board's new Directive on Information Management Roles and Responsibilities, and prepare to implement the companion record keeping directive, which is expected in June 2008;
- begin the implementation of a formal IM Awareness program;
- complete retention and disposition authorities and schedules for CIPO information holdings;
- continue to plan for the implementation of an electronic document management system at CIPO;
- rationalize library services, continue to evolve the virtual collection, and promote and enable client self-sufficiency in the use of electronic resources and services; and
- conduct preliminary privacy assessments as required.

Appendix A — Organizational structure



Appendix B — Client service standards

CIPO is committed to providing service at the specified service level below, on average, over the year. There may be some instances, however, where individual standards may not be met due to unforeseen circumstances.

Services	Client service standards 2008–09
Patent Branch	
Issue filing certificate for patent applications meeting filing requirements	within 4 weeks from the date of receipt of application
Issue confirmation of national entry for Patent Cooperation Treaty (PCT) applications meeting entry requirements	within 8 weeks from the date of receipt of application
Issue an ownership registration certificate	within 6 weeks from the date of receipt of documentation
Provide a first substantive examination (80% of applications with a request for examination will be waiting for a first substantive examination action, including all known objections to patentability)	80% of applications less than: 18 months for Mechanical 30 months for Electrical 21 months for General Chemistry 21 months for Organic Chemistry 30 months for Biotechnology
Patent Appeal Board	
Patents Contact applicant to arrange hearing date	within 2 months
Industrial designs Contact applicant to arrange hearing date	within 2 months
Trade-marks Branch	
Acknowledge correctly filed new applications	within 7 working days of filing date
Approve acceptable applications or issue first examination reports	within 6.5 months
Respond to client correspondence received subsequent to a first action	within 4 months of receiving correspondence

Services	Client service standards 2008–09
Trade-marks Opposition Board	
Oral hearing date a) Opposition b) Section 45	 within 14 months of receipt of request (no postponements) within 18 months of receipt of request
Decisions issued a) non-hearing opposition b) non-hearing section 45	 within 11 months of file being ready for decision within 13 months of file being ready for decision
Copyright Office	
Register a copyright and issue a certificate a) for applications received by mail b) for applications filed electronically	 within 7 working days from receipt of application and fees within 5 working days from receipt of application and fees
Register a grant of interest and issue a certificate for a copyright	within 12 working days from receipt of application and fees
Industrial Design Division	
Issue filing certificate or issue report indicating industrial design application is incomplete	within 4 weeks of receipt of application
Examine application to assess the registrability of the design: allow the design or issue first examiner's report	within 9.8 months of receipt of application
Client Service Centre (Information Branch)	
The Client Service Centre's business hours are from 8:30 a.m. to 4:30 p.m. from Monday to Friday, statutory holidays are excluded.	Requests are processed within standards 90% of the time
Respond to telephone enquiries or voice mail	immediately upon receipt or call will be returned within 24 hours
Respond to general correspondence, email and fax request	within 48 hours upon receipt in the Client Service Centre
Provide access to an information officer (on site)	within 10 minutes of request

Services	Client service standards 2008–09
Send intellectual property publications	publications will be mailed within 48 hours
Reproduction and Sales Section (Information Branch)	
The Client Service Centre's business hours are from 8:30 a.m. to 4:30 p.m. from Monday to Friday, statutory holidays are excluded.	Requests are processed within standards 90% of the time
Send photocopies of patent, trade-mark and copyright documents in paper or electronic form	within 72 hours from receipt of request and with proof of payment
Send certified copies of patent, trade-mark and copyright documents in paper form	within 72 hours from receipt of request and with proof of payment